

CGAUX NATIONAL TRAINING CONFERENCE

“TEAM COAST GUARD”

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GOOD MORNING, COMMODORE TUCKER, ADMIRAL RIUTTA, VICE
COMMODORES, DISTRICT COMMODORES AND N-TRAIN PARTICIPANTS.

I AM PLEASED TO HAVE THE OPPORTUNITY TO SPEAK WITH YOU
ABOUT THE IMPORTANCE OF THE AUXILIARY IN BRINGING TEAM
COAST GUARD INTO THE 21ST CENTURY.

IT'S VERY APPROPRIATE THAT I SPEAK TO YOU TODAY WITH THE
CREATION OF THE AUXILIARY DEPARTMENT OF MARINE SAFETY
AND ENVIRONMENTAL PROTECTION. THE PROGRAMS UNDER MY
PURVIEW --- COMMERCIAL VESSEL SAFETY, PORT SAFETY AND
SECURITY, AND MARINE ENVIRONMENTAL PROTECTION WILL
MAKE USE OF AUXILIARY RESOURCES AS NEVER BEFORE. YOU
HEARD ABOUT THAT LAST NIGHT.

AS YOU MAY WELL KNOW, BOTH MYSELF AND RADM RAY RIUTTA, ASSISTANT COMMANDANT FOR OPERATIONS, ARE PARTNERING AND WORKING CLOSER TOGETHER THAN AT ANY TIME IN THE PAST. WE SIMPLY MUST --- THERE ARE NO UNTAPPED RESOURCE POOLS OUT THERE --- WE HAVE TO OPTIMIZE OUR USE OF ACTIVE DUTY, RESERVE AND AUXILIARY OR WE WON'T HAVE ANY HOPE OF REACHING OUR GOALS.

THIS N-TRAIN CONFERENCE, THOUGH NOT THE FIRST, WILL PAVE THE WAY AS WE STRENGTHEN THE MEANING OF TEAM COAST GUARD.

TEAM COAST GUARD

I REALIZE THE PHRASE "TEAM COAST GUARD" ARE USED A LOT, BUT THEY CLEARLY EXPRESS THE COMMITMENT TO A WORLD CLASS ORGANIZATION BY PEOPLE FROM ALL WALKS OF LIFE, AND WITH INCREDIBLE PERSONAL AND PROFESSIONAL DIVERSITY. FOR YEARS THE COAST GUARD AUXILIARY HAS MADE GREAT CONTRIBUTIONS IN THE AREA OF BOATING SAFETY.

NOW, WITH THE GOVERNMENT PERFORMANCE AND RESULTS ACT, CONTINUING REDUCTIONS IN REAL DOLLARS FOR MISSION ESSENTIAL TASKINGS, AND YET THE SAME MANDATES FROM THE AMERICAN PEOPLE, WE ASK YOU TO DO EVEN MORE. IN FACT, “AUXILIARY” HAS ALMOST BECOME A MISNOMER! WEBSTER’S DEFINES AUXILIARY AS SOMEONE PROVIDING HELP IN A SUBSIDIARY CAPACITY. BUT AS AN INTEGRAL PART OF TEAM COAST GUARD, PERHAPS YOU MAY HAVE TO CONSIDER CHANGING YOUR NAME!

PUBLIC EXPECTATION

THE AMERICAN PUBLIC EXPECTS A LOT FROM OUR SMALL SERVICE -- THEY EXPECT SHORELINES AND WATERWAYS THAT ARE FREE FROM OIL, CHEMICALS, SEWAGE OR GARBAGE; THEY EXPECT A SAFE TRIP WHEN THEY BOARD A PASSENGER VESSEL; THEY EXPECT ANYTHING THAT SAYS “U.S. COAST GUARD APPROVED” TO BE OF FAIL-SAFE QUALITY. WHEN A DISASTER HAPPENS, THEY EXPECT THE LIFESAVERS TO BE THERE EVERY TIME, AROUND THE CLOCK. WHEN AN INCIDENT LIKE THE EXXON VALDEZ OIL SPILL OR THE COLLISION OF THE M/V BRIGHTFIELD INTO NEW ORLEANS OCCURS, THEY ASK “WHY DIDN’T THE COAST GUARD PREVENT THIS?” AT THE SAME TIME THEY EXPECT FEDERAL AGENCIES TO CONTINUE TO CUT EXPENSES IN THE EFFORT TO BALANCE THE FEDERAL BUDGET.

IN SHORT, THE AMERICAN PUBLIC EXPECTS THE WORLD'S PREMIER MARITIME SERVICE TO OPERATE AT THE LOWEST POSSIBLE COST, WITH NO REDUCTION IN SERVICES.

BUSINESS PLAN

WELL, THERE IS NO DOUBT IN MY MIND THAT WE ARE THE WORLD'S PREMIER MARITIME SERVICE. BUT IN ORDER TO STAY COST EFFECTIVE AND OUT IN FRONT, WE MUST THINK OF OUR ORGANIZATION AS A BUSINESS --- WITH CUSTOMERS, SUPPLIERS, A PRODUCT AND BUSINESS PLAN. THESE PLANS --- AND BOTH THE MISSIONS OF MARINE SAFETY AND OPERATIONS HAVE THEM --- MUST BE FAITHFULLY USED TO GUIDE US INTO THE 21ST CENTURY.

I WOULD NOW LIKE TO TALK BRIEFLY ABOUT SEVERAL IMPORTANT ASPECTS OF THE RELATIONSHIP BETWEEN RADM RIUTTA AND MYSELF THAT TIE IN TO OUR PLANS.

1. FIRST, WE MUST ALWAYS BE GUIDED BY OUR CUSTOMERS REQUIREMENTS, FOR ONLY THEN CAN WE TRULY UNDERSTAND AND THUS EFFECTIVELY MANAGE OUR RESPONSIBILITIES.
2. SECOND, WE MUST BECOME A SEAMLESSLY INTEGRATED ORGANIZATION, NOT ONLY BETWEEN ACTIVE, RESERVE AND AUXILIARY, BUT ALSO BETWEEN "M" AND "O".

3. FINALLY, WE MUST BE MASTERS AT THREE THINGS WHICH DIRECTLY IMPACT THE PREVENTION PROGRAM, NAMELY: RESOURCE MANAGEMENT, RISK MANAGEMENT, AND BALANCING PRIORITIES. EACH IS AS IMPORTANT AT THE SENIOR MANAGEMENT LEVEL AS IT IS AT THE FIELD LEVEL.

I WOULD NOW LIKE TO SPEND A FEW MINUTES TALKING ABOUT THESE AND YOUR ROLE IN SUPPORTING THE COAST GUARD IN IT'S MANY MISSIONS.

CUSTOMER REQUIREMENTS

OVER THE LAST YEAR, WE HAVE TAKEN SOME IMPORTANT STEPS WITH RESPECT TO ALIGNING WITH OUR CUSTOMERS REQUIREMENTS. WHENEVER WE TALK ABOUT WHERE WE THE COAST GUARD WANTS TO BE IN SAY 10 OR 20 YEARS, WE NEED TO FIRST EXAMINE WHERE YOU ARE. THE DIFFERENCE BETWEEN THESE TWO POINTS ARE COMMONLY REFERRED TO AS GAPS, OR AREAS TO ADDRESS. AT CGHQ, WE HAVE A NUMBER OF GAP CLOSING TEAMS DEFINING WHAT THE REQUIREMENTS ARE, AND WHAT GAPS EXIST.

THE REQUIREMENTS IN MANY CASES ARE LEGISLATIVE MANDATES, AND WHAT WE DO MUST SUPPORT THOSE MANDATES. THIS IS A VERY IMPORTANT STEP. WE CANNOT AFFORD TO CONTINUE DOING THINGS THAT ARE NOT PART OF OUR CORE BUSINESS --- OUR BUSINESS PLANS --- AND WHICH DO NOT CONTRIBUTE TO THE COMMANDANT'S GOALS.

SEAMLESS ORGANIZATION

WHEN WE SPEAK OF BEING A SEAMLESS ORGANIZATION, WE ARE TALKING ABOUT OPERATING AS AN ORGANIZATION WITHOUT BOUNDARIES OR STOVEPIPES. IN THE PAST COUPLE OF YEARS, WE HAVE MADE CONSIDERABLE PROGRESS IN THIS AREA --- BUT WE STILL HAVE MORE TO DO. SOME OF THE MORE VISIBLE AND SIGNIFICANT CHANGES INVOLVE RESERVISTS THAT NO LONGER REPORT TO SEPARATE RESERVE COMMANDS, BUT INSTEAD WORK DIRECTLY FOR ACTIVE DUTY UNITS. MANY COMMANDS HAVE BEEN ABLE TO DEVOTE MORE ATTENTION TO KEY MISSIONS BECAUSE THEY ARE EFFECTIVELY USING RESERVISTS TO FILL POSITIONS AS WATCHSTANDERS, OR POLLUTION RESPONDERS. THE AUXILIARY HAS BEEN PROVIDING NUMEROUS SERVICES FOR MANY YEARS, BUT THERE ARE STILL UNITS WHICH DON'T EMPLOY AUXILIARISTS EFFECTIVELY.

ROUGHLY ONE YEAR AGO, IN AN ATTEMPT TO HELP MARINE SAFETY OFFICES MAKE BETTER USE OF THIS INCREDIBLE TALENT POOL, THE AUXILIARY LEADERSHIP ESTABLISHED THE NEW DEPARTMENT OF MARINE SAFETY AND ENVIRONMENTAL PROTECTION. I WILL SPEAK MORE ABOUT THIS DEPARTMENT LATER. SUFFICE TO SAY, THAT SEAMLESS INTEGRATION WON'T HAPPEN OVERNIGHT, NOR WILL IT HAPPEN SOLELY BECAUSE THE COMMANDANT OR COMMODORE TUCKER WANTS IT TO HAPPEN. IT WILL ONLY HAPPEN BECAUSE EACH OF US TAKES A PERSONAL INTEREST IN GETTING INVOLVED IN BREAKING DOWN TRADITIONAL BARRIERS AND MAKING A CONTRIBUTION TO TEAM COAST GUARD.

RISK/RESOURCE MANAGEMENT

THIS IS ESPECIALLY IMPORTANT IN THE LAST THREE TOPICS I MENTIONED --- RESOURCE MANAGEMENT, RISK MANAGEMENT AND BALANCING PRIORITIES. THOUGH WE HAVE BEGUN TO EMPLOY RISK IN OUR BUSINESS PLANS, WE HAVE ONLY JUST BEGUN. WITHOUT DETERMINING THE HIGHEST RISK ACTIVITIES, WE CANNOT EFFECTIVELY PRIORITIZE OUR EFFORTS AND THEREFORE, CANNOT MAXIMIZE THE USE OF OUR RESOURCES. THIS DOESN'T MEAN WE WON'T GET THE JOB DONE. BUT THIS LINKAGE IS NOW MORE IMPORTANT THAN EVER, GIVEN OUR RESOURCE CONSTRAINTS.

MARINE SAFETY MISSION

I WOULD LIKE TO SHIFT GEARS JUST A BIT NOW AND FOCUS ON THE COAST GUARD'S MARINE SAFETY MISSION AND THE AUXILIARY DEPARTMENT OF MARINE SAFETY. THE "M" PROGRAM COVERS A WIDE VARIETY OF MISSIONS –

- **PROMOTION OF MARINE SAFETY** THROUGH VESSEL AND FACILITY INSPECTION,
- CASUALTY INVESTIGATION, ANALYSIS, MARINER LICENSING,
- VESSEL TRAFFIC MANAGEMENT,
- PROMULGATION OF STANDARDS IN SHIP DESIGN AND ENGINEERING, AND
- **PROTECTION OF THE MARINE ENVIRONMENT** THROUGH PREPAREDNESS, RESPONSE AND ENFORCEMENT OF REGULATIONS.

OUR MARINE ENVIRONMENTAL PROTECTION MISSION GROWS MORE IMPORTANT EVERY YEAR. RIGHTLY SO, THERE IS A GROWING CIVIC AWARENESS AS WE MOVE INTO THE 21ST CENTURY THAT NATURE AND OUR SURROUNDINGS ARE FINITE. HARDLY A DAY PASSES THAT THE MEDIA IS NOT COVERING A STORY ON THE ENVIRONMENT.

WE CANNOT CREATE NEW RIVERS AND OCEANS. WE WILL NOT HAVE NEW COASTAL BEACHES OR WATERWAYS. IN SHORT, "WHAT WE SEE IS IN-FACT WHAT WE'VE GOT!"

LEGISLATION

IN RESPONSE TO THE PUBLIC PRESSURE OF THE PAST QUARTER CENTURY, THE CONGRESS HAS BEEN PASSING LAWS TO PROTECT OUR TREASURED RESOURCES. THE COAST GUARD IS RESPONSIBLE FOR ENFORCING PROVISIONS OF THE CLEAN WATER ACT, THE SHORE PROTECTION ACT, THE OIL POLLUTION ACT OF 1990, AND MANY, MANY OTHER LAWS.

INNOVATION

WITH NO PROMISE OF AN INCREASE IN RESOURCES TO DO OUR JOB, WE NEED TO FIND INNOVATIVE WAYS TO ACCOMPLISH OUR MISSIONS. THIS MEANS SEEKING EFFICIENCIES WHERE POSSIBLE, PARTNERING WITH OTHER ORGANIZATIONS AND PARTICIPATING IN OTHER NON-TRADITIONAL APPROACHES.

SEA PARTNERS PROGRAM

OUR SEA PARTNERS PROGRAM IS AN EXCELLENT EXAMPLE OF WHAT A NON-TRADITIONAL APPROACH TO ACCOMPLISHING GOALS CAN ACHIEVE. UPON PASSAGE OF THE MARINE PLASTIC POLLUTION RESEARCH AND CONTROL ACT OF 1987, THE COAST GUARD BECAME RESPONSIBLE FOR ENFORCING THE GARBAGE DUMPING PROVISIONS OF MARPOL, THE INTERNATIONAL MARINE POLLUTION AGREEMENT. THERE WAS AN EARLY RECOGNITION THAT ENFORCEMENT ALONE WAS GOING TO BE INADEQUATE TO ACCOMPLISH OUR STATED BUSINESS PLAN GOAL, NAMELY A REDUCTION OF PLASTICS GOING INTO THE WATER FROM MARINE SOURCES.

BY IDENTIFYING THE HIGH-RISK ACTIVITIES THAT CONTRIBUTED TO THE PROBLEM, WE WERE ABLE TO CRAFT A POSSIBLE SOLUTION, IDENTIFY THE BEST RESOURCES TO IMPLEMENT IT, AND BEGIN EDUCATING THE BOATING PUBLIC.

TWO-AND-A-HALF YEARS AGO, WE STARTED WITH A TEAM OF RESERVISTS AT EACH MARINE SAFETY OFFICE. THEIR GOAL WAS TO EDUCATE THE PUBLIC ON MARINE POLLUTION PROBLEMS AND THE IMPORTANCE OF COMPLYING WITH ENVIRONMENTAL REGULATIONS.

LAST YEAR, WE BROUGHT AUXILIARISTS INTO THE PROGRAM AS KEY PARTNERS. THIS PROGRAM HAS REACHED OVER A MILLION PEOPLE. MOST IMPORTANTLY, OUR COMBINED EFFORTS HAVE CONTRIBUTED TO A GREATER THAN 50% REDUCTION OF PLASTICS GOING INTO THE WATER COMPARED TO THE 1993 BASELINE. THIS IS AN IMPRESSIVE RESULT AND THE AUXILIARY PLAYED A KEY ROLE.

THE FUTURE

SO WHERE DO WE GO FROM HERE? WELL, THIS WEEKEND, IN ANOTHER PART OF THE HOTEL, SELECTED AUXILIARY, RESERVE AND ACTIVE DUTY PERSONNEL WILL BE MAKING PRESENTATIONS ON SUCCESSFUL PRACTICES. NOT ONLY WILL THERE BE DISCUSSIONS ON SEA PARTNERS, BUT ALSO ON HOW FIELD PERSONNEL CAN ACTIVELY WORK WITH LOCAL COMMANDS TO MORE ACCURATELY DETERMINE WHERE THE HIGHEST RISK ACTIVITIES ARE TAKING PLACE. WE CAN THEN TARGET OUR PREVENTION ACTIVITIES TO ACHIEVE THE MOST FROM OUR LIMITED RESOURCES.

AUXILIARISTS TRAINED OVER THIS WEEKEND WILL BECOME

“TRAVELING AMBASSADORS” WHO WILL, AND MUST, SPREAD THEIR NEWFOUND KNOWLEDGE, NOT ONLY THROUGHOUT THE AUXILIARY, BUT THROUGHOUT TEAM COAST GUARD. YOU MUST ALSO ENLIST OTHERS TO JOIN THE MISSION OF BRINGING THE ENVIRONMENTAL PROTECTION MESSAGE TO RECREATIONAL BOATERS. I REALIZE THIS WEEKEND’S EFFORT IS A JUST THE BEGINNING, BUT OUR OTHER PARTNERING EFFORTS HAVE ALREADY PAID BIG DIVIDENDS. WITH YOUR ENTHUSIASM, DRIVE AND COMMITMENT, THE POSSIBILITIES ARE ENDLESS!

MANY OF THE RESERVISTS WHO HAVE WORKED IN THE SEA PARTNERS PROGRAM SAY IT HAS BEEN ONE OF THE MOST USEFUL AND REWARDING MISSIONS IN THEIR RESERVE CAREER. I HOPE THIS MAY ALSO PROVE TRUE FOR AUXILIARISTS. YOUR CONTRIBUTIONS HAVE PROVEN THEIR WORTH IN PROMOTING PUBLIC ACTION IN THE BOATING SAFETY FIELD; NOW IS THE TIME TO APPLY THOSE PRINCIPLES TO NEW AREAS.

NEW OPPORTUNITIES

I KNOW THAT SOME AUXILIARISTS FEEL THEIR TRADITIONAL OPERATIONAL MISSION HAS BEEN CONSTRAINED SOMEWHAT BY NEW TOW POLICIES AND OTHER ISSUES. HOWEVER, OTHER EXPANDING ROLES, LIKE MISSION PATROLS, WILL NOW FILL A VOID IN THE MARINE SAFETY FIELD. I HOPE SOME OF THESE NEW OPPORTUNITIES IN MARINE SAFETY AND ENVIRONMENTAL PROTECTION WILL GENERATE NEW INTEREST AND ENTHUSIASM AMONG THE MEMBERSHIP – THEY MAY EVEN HAVE A POSITIVE INFLUENCE ON RECRUITING.

YOU HAVE A PHILOSOPHY OF “PUTTING MEMBERS FIRST” -- HOLD ONTO THAT TENET AS YOU WEIGH THE NEW POSSIBILITIES. WE NEED TO BUILD ON THE SUCCESSES OF AUXILIARY “M” SUPPORT INITIATIVES ALREADY BEGUN -- THE FISHING VESSEL EXAMINER PROGRAM, FOR EXAMPLE, AND THE POLLUTION PATROLS NOW TAKING PLACE IN SEVERAL PORTS. WE NEED TO EXAMINE OTHER AREAS WHERE SUCH INITIATIVES CAN BE IMPROVED. AGAIN, KEEP THINKING ABOUT WHERE THE HIGHEST RISK AREAS ARE, AND HOW THESE STACK UP AGAINST OUR PRIORITIES.

WE WILL NEED TO DRAW ON THE MANY SKILLS AUXILIARISTS BRING TO THE TABLE, IN ADDITION TO THEIR FORMAL AUXILIARY

QUALIFICATIONS, AND WE NEED TO FIND WAYS TO MATCH THOSE SKILLS TO THE NEEDS OF THE LOCAL COMMANDERS.

MSO PHILADELPHIA, FOR EXAMPLE, INSTITUTED A “WANT AD” CONCEPT, LISTING THE PARTICULAR SKILLS THEY WERE LOOKING FOR FROM THE AUXILIARY COMMUNITY. IN OTHER AREAS, AUXILIARY DIVISIONS ARE DEVELOPING LOCAL DATABASES OF SUPPORT TALENT.

IN A CREATIVE APPROACH TO PREVENTION --- AUXILIARY PLATFORMS HAVE PROVIDED WATER TRANSPORTATION FOR VOLUNTEERS PARTICIPATING IN THE INTERNATIONAL COASTAL CLEANUP SPONSORED BY THE CENTER FOR MARINE CONSERVATION. AUXILIARISTS HAVE ALREADY PARTICIPATED IN SPILL EXERCISES IN FLORIDA, WASHINGTON STATE AND ELSEWHERE, PROVIDING TRANSPORTATION, COMMUNICATIONS, VIDEOTAPING AND ROLE PLAYING.

IN A CLEANUP OPERATION, SUPPORT BY THE AUXILIARY, ALONG WITH THEIR LOCAL AREA KNOWLEDGE, CAN INCREASE THE EFFECTIVENESS OF THE COAST GUARD RESPONSE. THE M DEPARTMENT STAFF WILL BE EXAMINING MANY WAYS AUXILIARISTS CAN MAKE CONTRIBUTIONS, NOTWITHSTANDING CERTAIN SAFETY CONSIDERATIONS. AT HEADQUARTERS, WE ARE CONTINUING TO INVESTIGATE YOUR RESOURCE NEEDS, AS WELL AS PROVIDING THE NECESSARY TRAINING AND LEADERSHIP.

CONCLUSION

IN CLOSING, I WOULD LIKE TO COMMEND THE AUXILIARY LEADERSHIP, ESPECIALLY DAVE SARGENT AND TOM COUSIN, FOR THEIR OUTSTANDING EFFORTS THAT HAVE PROVEN THAT THOUGHTFUL PLANNING, FIELD LEVEL INPUT AND SELECTION OF STAFF BASED ON QUALIFICATIONS IS THE WAY TO GET THIS DEPARTMENT OFF ON THE RIGHT FOOT.

NEW LEGISLATION HAS CHANGED THE AUXILIARY CONCEPT. IT HAS MADE TEAM COAST GUARD A REALITY. LADIES AND GENTLEMEN, THE 21ST CENTURY, WITH ALL ITS PROMISE AND PROBLEMS, IS ONLY A FEW YEARS AWAY. BUT TEAM COAST GUARD IS NOW, AND THE AUXILIARY WILL BE INVOLVED.

ALL THE MEANS AVAILABLE MUST BE, AND WILL BE, USED TO
CONTINUE THE FIRST-RATE SERVICE THE COAST GUARD HAS
ALWAYS GIVEN, AND YOU THE AUXILIARY ARE TRULY A LARGE
PART OF IT. THANK YOU FOR MAKING THIS COMMITMENT.

I WOULD BE HAPPY TO ADDRESS ANY QUESTIONS YOU MAY NOW
HAVE.